

**City of Sunnyvale**  
**Program Performance Budget**

**Program 720 - Utility Billing, Collection, and Revenue Management**

**Program Outcome Statement**

Provide customer service and financial management to enable the provision of the highest quality utility services (water, sewer, and refuse) at the lowest rates necessary, by:

- Monitoring and maintaining the financial health of the Utility Enterprise Funds,
- Distributing accurate and timely bills to all customers taking utility services from the City,
- Maximizing the timely collection of revenues,
- Reading meters in a cost effective, accurate, and timely fashion, and
- Providing high quality and cost effective customer service to all customers.

So that:

<b><u>Program Outcome Measures</u></b>	<b><u>Weight</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ A collection rate equal to the average of the previous three years is achieved.						
- Average Collection Rate	5	99.45%	0.00%	99.45%	99.45%	99.45%
- Actual Collection Rate	5	99.45%	99.45%	0.00%	99.45%	99.45%
♦ 99.5% of the total number of meters read are read correctly the first time.						
- Percent Read Correctly	4	99.50%	99.95%	99.50%	99.50%	99.50%
♦ The charge for utility services in Sunnyvale is 98% of charges for comparable services in similar local cities.						
- Percent of Charges for Comparable Services	5	98.00%	96.11%	98.00%	98.00%	98.00%
♦ Customer calls, including queue time, are answered within an average of 0.75 minutes.						
- Average Minutes	5	0.75	0.73	0.75	0.75	0.75
♦ Customer Service Representatives receive an overall provision of service standard rating of 95%.						
- Service Standard Rating	4	95.00%	96.26%	95.00%	95.00%	95.00%
♦ The Budget/Cost Ratio (planned cost divided by actual cost) is at 1.0.						
- Ratio	5	1.00	1.07	1.00	1.00	1.00

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**Program Notes**

1. Program outcome measure "A collection rate equal to..." planned goal reflects one year of data. Three year average will be available for FY 2005/2006.

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**Service Delivery Plan 72001 - Meter Reading Services**

**SDP Outcome Statement**

Provide reliable and cost effective meter reading services, by:

- Reading meters in a cost effective and accurate fashion,
- Starting and stopping water service as scheduled, and
- Evaluating and implementing new meter reading technology and techniques that improve cost effectiveness and efficiency, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 99.5% of total number of meters read are read correctly the first time. - Percent Read Correctly	99.50%	99.95%	99.50%	99.50%	99.50%
♦ 99% of meters are read within the established reading schedule. - Percent Read within Schedule	100.00%	100.00%	100.00%	99.00%	99.00%
♦ 99% of service starts and stops workorders are completed as scheduled. - Percent Completed as Scheduled	100.00%	100.00%	100.00%	99.00%	99.00%

**SDP Notes**

1. SDP outcome measures "99% of meters are read..." and "99% of service start and stops..." had goals reduced as a result of budget reductions.

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**Service Delivery Plan 72001 - Meter Reading Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 720000, 720001 - Read Meters for Billing</b>					
Product: A Meter Read					
Costs:	271,820.85	244,560.63	278,251.83	287,409.61	301,290.79
Products:	186,750.00	183,943.00	186,750.00	183,943.00	183,943.00
Work Hours:	5,477.00	4,971.50	5,477.00	5,011.63	5,011.63
Product Cost:	1.46	1.33	1.49	1.56	1.64
 <b>Activity 720002 - Read Meters for Service Starts and Stops</b>					
Product: A Meter Read					
Costs:	70,917.74	68,771.41	74,063.54	65,349.63	68,526.94
Products:	6,600.00	7,623.00	6,600.00	7,600.00	7,600.00
Work Hours:	1,450.00	1,392.03	1,450.00	1,215.93	1,215.93
Product Cost:	10.75	9.02	11.22	8.60	9.02
 <b>Totals for Service Delivery Plan 72001 - Meter Reading Services</b>					
<b>Costs:</b>	<b>342,738.59</b>	<b>313,332.04</b>	<b>352,315.37</b>	<b>352,759.24</b>	<b>369,817.73</b>
<b>Work Hours:</b>	<b>6,927.00</b>	<b>6,363.53</b>	<b>6,927.00</b>	<b>6,227.56</b>	<b>6,227.56</b>

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**Service Delivery Plan 72002 - Customer Service**

**SDP Outcome Statement**

Provide professional and courteous customer service to utility billing customers, by:

- Responding to billing inquiries in a professional and courteous manner,
- Processing utility payments in a timely and accurate manner, and
- Answering customer calls in a timely manner, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ Customer calls, including queue time, are answered within an average of 0.75 minutes.					
- Average Minutes	0.75	0.73	0.75	0.75	0.75
♦ Customer Service Representatives receive an overall provision of service standard rating of 95%.					
- Service Standard Rating	95.00%	96.26%	95.00%	95.00%	95.00%
♦ Payments are processed the day they are received 95% of the time.					
- Percent Processed	95.00%	100.00%	95.00%	95.00%	95.00%

**SDP Notes**

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**Service Delivery Plan 72002 - Customer Service**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 720003 - Provide Customer Service</b>					
Product: A Customer Contact					
Costs:	256,972.26	226,127.86	267,897.23	322,527.72	338,546.56
Products:	25,175.00	34,656.00	25,175.00	34,650.00	34,650.00
Work Hours:	5,309.00	4,945.40	5,309.00	5,743.60	5,743.60
Product Cost:	10.21	6.52	10.64	9.31	9.77
 <b>Activity 720004 - Process Payments</b>					
Product: A Payment Processed					
Costs:	144,391.07	89,459.20	150,382.09	141,031.33	148,078.82
Products:	185,000.00	196,141.00	185,000.00	196,140.00	196,140.00
Work Hours:	2,835.00	2,199.15	2,835.00	2,438.06	2,438.06
Product Cost:	0.78	0.46	0.81	0.72	0.75
 <b>Totals for Service Delivery Plan 72002 - Customer Service</b>					
<b>Costs:</b>	<b>401,363.33</b>	<b>315,587.06</b>	<b>418,279.32</b>	<b>463,559.05</b>	<b>486,625.38</b>
<b>Work Hours:</b>	<b>8,144.00</b>	<b>7,144.55</b>	<b>8,144.00</b>	<b>8,181.66</b>	<b>8,181.66</b>

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**Service Delivery Plan 72003 - Utility Business Management**

**SDP Outcome Statement**

Provide financial management to maintain the viability of utility enterprise funds, by:

- Distributing accurate and timely bills to all customers taking utility services from the City,
- Monitoring and maintaining the financial health of the Utility Enterprise Funds,
- Setting utility rates to maintain the financial health of the Utility Enterprise Funds,
- Maintaining the utility billing system hardware and software,
- Maintaining the accuracy and completeness of the data retained in the utility billing system, and
- Providing financial and operation consulting services to the utility operating programs, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 99% of accounts are billed within the established billing schedule.* - Percent Billed within Schedule	100.00%	100.00%	100.00%	99.00%	99.00%
♦ Billing system is operational 95% of the time. - Percent Operational	95.00%	99.88%	95.00%	95.00%	95.00%
♦ The charge for utility services in Sunnyvale is 98% of charges for comparable services in similar local cities. - Percent of Charges for Comparable Services	98.00%	96.11%	98.00%	98.00%	98.00%
♦ Each Utility (water, wastewater, and solid waste) Program Manager will be provided with periodic financial reports as planned 95% of the time. - Number of Reports	0.00	0.00	0.00	37.00	37.00
- Percent Provided	0.00%	0.00%	0.00%	95.00%	95.00%

**SDP Notes**

1. The service delivery plan measures marked with an \* have been scaled back as part of the FY 2003/04 budget and service reduction process.

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**Service Delivery Plan 72003 - Utility Business Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 720005 - Bill Utility Accounts</b>					
Product: A Utility Account Billed					
Costs:	353,535.25	364,716.97	360,594.97	431,455.12	452,519.33
Products:	193,000.00	195,235.00	193,000.00	195,200.00	195,200.00
Work Hours:	2,013.00	2,643.46	2,013.00	3,545.42	3,545.42
Product Cost:	1.83	1.87	1.87	2.21	2.32
 <b>Activity 720006 - Billing System Management</b>					
Product: A Work Hour					
Costs:	216,292.65	166,481.68	219,913.23	213,189.65	224,912.32
Products:	1,358.00	617.11	1,358.00	1,225.23	1,225.23
Work Hours:	1,358.00	617.11	1,358.00	1,225.23	1,225.23
Product Cost:	159.27	269.78	161.94	174.00	183.57
 <b>Activity 720007 - Utility Business Management</b>					
Product: A Work Hour					
Costs:	106,394.92	119,727.30	109,355.86	138,370.77	144,999.77
Products:	1,426.00	1,617.33	1,426.00	1,576.78	1,576.78
Work Hours:	1,426.00	1,617.33	1,426.00	1,576.78	1,576.78
Product Cost:	74.61	74.03	76.69	87.76	91.96
 <b>Totals for Service Delivery Plan 72003 - Utility Business Management</b>					
<b>Costs:</b>	<b>676,222.82</b>	<b>650,925.95</b>	<b>689,864.06</b>	<b>783,015.54</b>	<b>822,431.42</b>
<b>Work Hours:</b>	<b>4,797.00</b>	<b>4,877.90</b>	<b>4,797.00</b>	<b>6,347.43</b>	<b>6,347.43</b>



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**Service Delivery Plan 72004 - Delinquent Account Management**

**SDP Outcome Statement**

Maintaining a high collection rate of delinquent utility funds, by:

- Providing accurate and timely notification of delinquency to delinquent customers,
- Interrupting water service to ensure collection of delinquent funds, and
- Maximizing collection of delinquent funds through use of other collection techniques in compliance with applicable laws, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ A collection rate equal to the average of the previous three years is achieved.					
- Average Collection Rate	99.45%	99.45%	99.45%	99.45%	99.45%
- Actual Collection Rate	0.00%	0.00%	0.00%	99.45%	99.45%
♦ 95% of customers who are delinquent after 68 days will have their water service interrupted to ensure collection.					
- Percent of Customers	95.00%	100.00%	95.00%	95.00%	95.00%

**SDP Notes**

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**Service Delivery Plan 72004 - Delinquent Account Management**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 720008 - Collect Delinquent Accounts</b>					
Product: A Delinquent Notice Generated					
Costs:	81,070.41	98,368.82	84,267.28	127,707.97	133,925.79
Products:	15,900.00	15,946.00	15,900.00	15,900.00	15,900.00
Work Hours:	1,578.00	1,869.54	1,578.00	2,190.94	2,190.94
Product Cost:	5.10	6.17	5.30	8.03	8.42
 <b>Activity 720009 - Shut-Off Delinquent Accounts</b>					
Product: A Water Service Shut Off					
Costs:	43,600.07	29,483.52	45,468.58	25,624.53	26,903.83
Products:	370.00	399.00	370.00	400.00	400.00
Work Hours:	885.00	580.81	885.00	449.77	449.77
Product Cost:	117.84	73.89	122.89	64.06	67.26
 <b>Totals for Service Delivery Plan 72004 - Delinquent Account Management</b>					
<b>Costs:</b>	<b>124,670.48</b>	<b>127,852.34</b>	<b>129,735.86</b>	<b>153,332.50</b>	<b>160,829.62</b>
<b>Work Hours:</b>	<b>2,463.00</b>	<b>2,450.35</b>	<b>2,463.00</b>	<b>2,640.71</b>	<b>2,640.71</b>

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**Service Delivery Plan 72005 - Provide Management and Administrative Services**

**SDP Outcome Statement**

Provide management and administrative services in support of program activities, so that:

<b><u>SDP Outcome Measures</u></b>	<b><u>2002/2003 Budget</u></b>	<b><u>2002/2003 Achieved</u></b>	<b><u>2003/2004 Current</u></b>	<b><u>2004/2005 Budget</u></b>	<b><u>2005/2006 Budget</u></b>
♦ 80% of non-routines are completed within initial plan. - Percent	80.00%	75.00%	80.00%	80.00%	80.00%
♦ Employees attend a minimum of one training session per year as identified in employee's work plan. - Training Sessions Attended	13.00	1.00	13.00	13.00	13.00

**SDP Notes**

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**Service Delivery Plan 72005 - Provide Management and Administrative Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 720010 - Provide Administrative and Support Services</b>					
Product: A Work Hour					
Costs:	118,449.66	133,858.22	121,394.11	95,832.88	100,618.89
Products:	1,871.00	2,127.05	1,871.00	1,528.18	1,528.18
Work Hours:	1,871.00	2,127.05	1,871.00	1,528.18	1,528.18
Product Cost:	63.31	62.93	64.88	62.71	65.84
 <b>Activity 720011 - Special Projects [DELETED]</b>					
Product: A Work Hour					
Costs:	11,240.77	7,092.77	11,567.96	0.00	0.00
Products:	154.00	151.50	154.00	0.00	0.00
Work Hours:	154.00	151.50	154.00	0.00	0.00
Product Cost:	72.99	46.82	75.12	0.00	0.00
 <b>Activity 720012 - Training [DELETED]</b>					
Product: A Training Session					
Costs:	13,495.72	23,484.10	14,005.97	0.00	0.00
Products:	13.00	1.00	13.00	0.00	0.00
Work Hours:	176.00	440.92	176.00	0.00	0.00
Product Cost:	1,038.13	23,484.10	1,077.38	0.00	0.00

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**Service Delivery Plan 72005 - Provide Management and Administrative Services**

	<u>2002/2003 Budget</u>	<u>2002/2003 Achieved</u>	<u>2003/2004 Current</u>	<u>2004/2005 Budget</u>	<u>2005/2006 Budget</u>
<b>Activity 720013 - Training</b>					
Product: A Training Hour					
Costs:	0.00	0.00	0.00	29,778.60	31,220.73
Products:	0.00	0.00	0.00	481.82	481.82
Work Hours:	0.00	0.00	0.00	481.82	481.82
Product Cost:	0.00	0.00	0.00	61.80	64.80
 <b>Totals for Service Delivery Plan 72005 - Provide Management and Administrative Services</b>					
<b>Costs:</b>	<b>143,186.15</b>	<b>164,435.09</b>	<b>146,968.04</b>	<b>125,611.48</b>	<b>131,839.62</b>
<b>Work Hours:</b>	<b>2,201.00</b>	<b>2,719.47</b>	<b>2,201.00</b>	<b>2,010.00</b>	<b>2,010.00</b>

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**Program 720 - Utility Billing, Collection, and Revenue Management**

**Totals for Program 720**

<b>Costs:</b>	<b>1,688,181.37</b>	<b>1,572,132.48</b>	<b>1,737,162.65</b>	<b>1,878,277.81</b>	<b>1,971,543.77</b>
<b>Work Hours:</b>	<b>24,532.00</b>	<b>23,555.80</b>	<b>24,532.00</b>	<b>25,407.36</b>	<b>25,407.36</b>